Department of Transportation

DDOT TABLE OF CONTENTS

DDOT MISSION, CORE SERVICES & GOALS

MISSION:

The Detroit Department of Transportation's (DDOT) mission is to provide the highest quality public transit service by moving people in a cost-effective, safe and user-friendly manner that maintains and attracts residents, businesses and visitors to the City as part of a metro Detroit inter-modal transportation system, thereby benefiting the City's economic vitality.

CORE SERVICES:

DDOT operates the bus system in the City of Detroit with a fleet of over 500 coaches. DDOT is the largest transit provider in the State of Michigan, operating over 1,300 route-miles with vehicles traveling over 20,000,000 miles annually.

Department services are coordinated through four divisions:

- Administration, which includes managing daily operations, planning, accounting, purchasing, personnel, payroll, information systems and security;
- Plant Maintenance and Construction, which maintains and upgrades Department property and buildings;
- Vehicle Maintenance, which provides clean, safe and reliable coaches and support vehicles to the Transportation Division; and
- Transportation, which is responsible for the operation of carrier services for passengers.

Fiscal Year 2001 in Brief:

2000-2001 Accomplishments

- A better relationship between management and unions has resulted in more buses leaving the terminal on time to begin routes.
- Upgrades to purchasing and inventory systems have increased the number of parts on hand for vehicle maintenance.
- Filling vacancies in warehousing and inventory control have resulted in prompt invoice payments.
- Absenteeism rate has improved through partnership with the unions.
- Training concentrating on customer service, conflict management, and defensive driving is continuing.

2000-2001 Issues

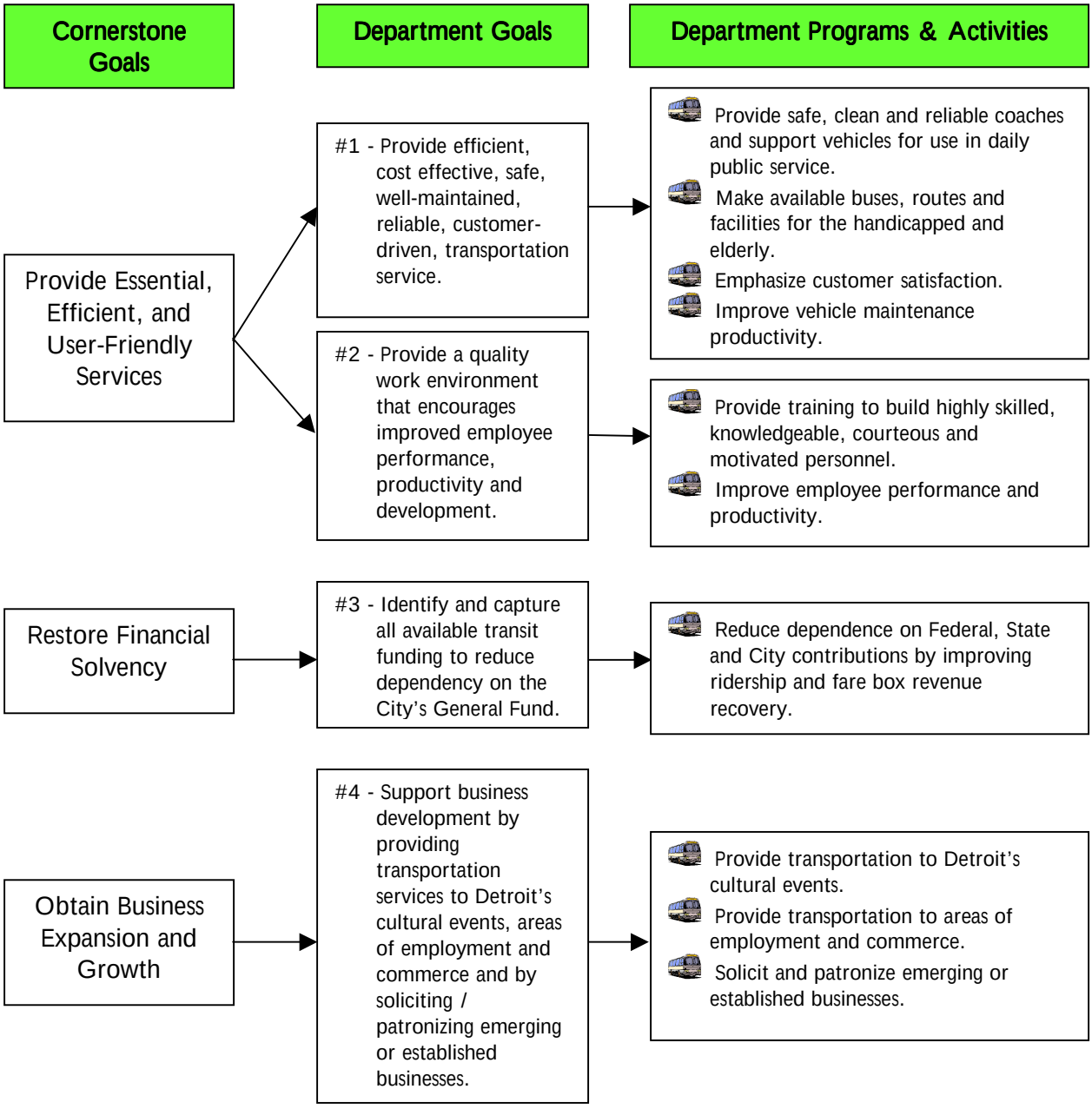
- Length of time to fill vacant positions impedes service delivery.
- Lack of accurate passenger ridership data hinders an informed analysis of routes and ridership.

Future Plans

- Construct a timed transfer center on the City's eastside, which will include childcare facilities.
- Make bus and route adjustments as a result of accurate and timely passenger data.
- Fuel and maintain alternate-fuel vehicles in-house.
- Complete the scheduling, interactive voice response (IVR) telephone, and automated vehicle locator (AVL) projects to increase customer satisfaction.

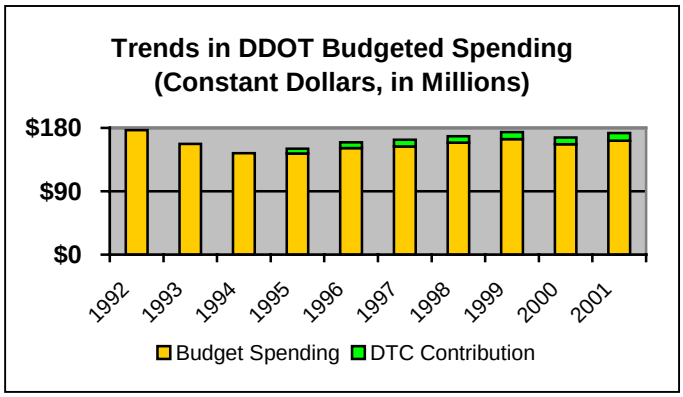
GOALS:

The chart below shows the alignment of DDOT's goals, programs and activities to the City's cornerstone goals.



The remainder of this chapter examines DDOT's services by looking at spending and staffing levels, citizen satisfaction, peer city comparisons and its progress in achieving stated goals.

SPENDING:

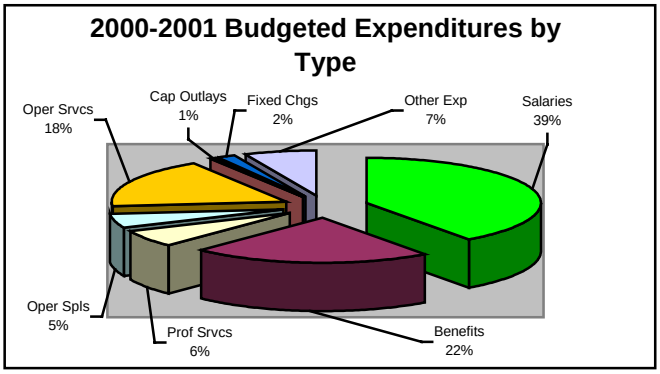


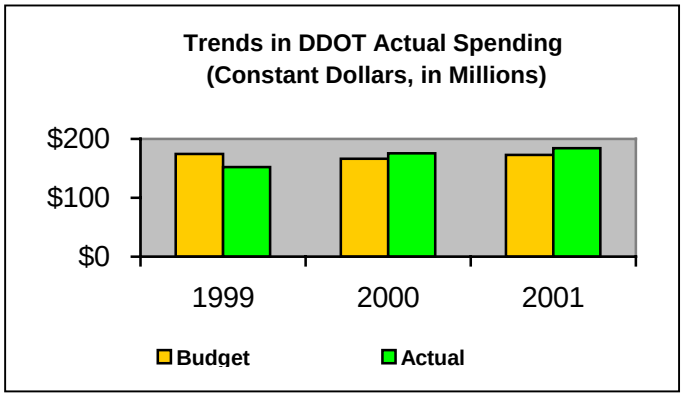
DDOT's five-year average budgeted spending has been $168 million, a $5.6 million increase over its ten-year average of $163 million. The increased spending is comprised of a $2.3 million increase in DDOT Operations and a $3.3 million increase in funding for the Detroit Transportation Corporation (DTC).

DTC is a separate entity that operates the PeopleMover. The city passes operating monies to DTC through DDOT.

DDOT's budgeted 2000-2001 spending by expenditure type is shown on the right. Salaries and benefits, anticipated to be 61% of the total, continue to make up the majority of DDOT spending. Operating Supplies are expected to be slightly lower than the five-year average of 7.5% while Operating Services are expected to be higher than the 15% average.

Operating Services include estimated monies set aside to pay current insurance claims against DDOT. Other Expenses includes the $10.6 million budgeted contribution to DTC's operations.





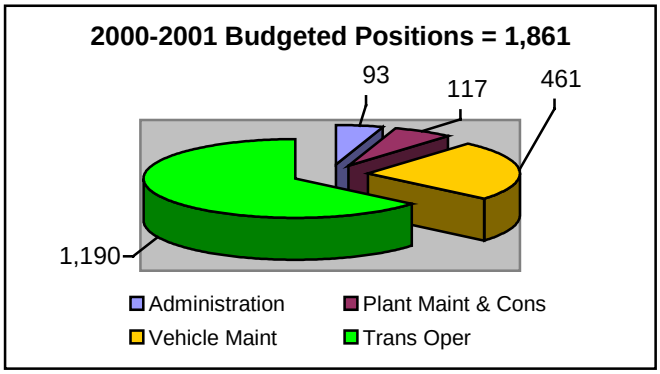
Budgeted spending has remained relatively stable over the past three years while actual spending has risen nearly $20 million.

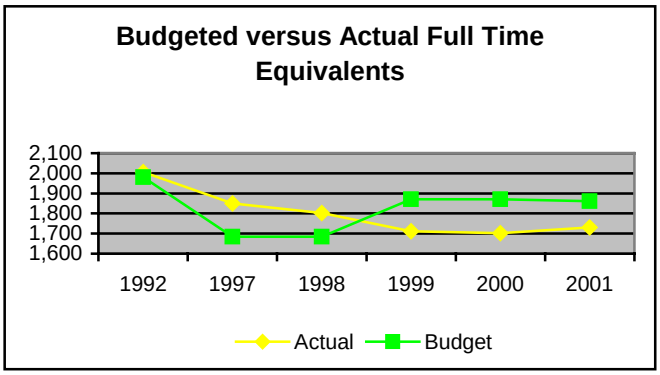
Nearly all of DDOT's capital investments are funded by federal and state transportation grants. State grants are also used to fund some operating expenses.

DDOT's program spending trends are discussed in the following pages of this chapter.

STAFFING:

DDOT's budgeted staff positions total 1,861 for the 2001 fiscal year. Major job types are 1,055 budgeted bus drivers in the Transportation Operations division and 283 budgeted auto mechanics in the Vehicle Maintenance division.





Budgeted positions decreased by 455 between 1992 and 1993 as transportation engineering, traffic sign shop and parking meter maintenance activities were transferred to other departments.

Although budgeted staff increased in 1999, actual staff levels declined until 2000. In April 2001, about half the 146 vacancies were in Vehicle Operations, 31 were in Vehicle Maintenance, and 7 were in Planning and Marketing.

Program specific staffing variances are discussed in the remainder of this chapter.

DDOT GOAL #1: PROVIDE EFFICIENT, COST-EFFECTIVE, SAFE, WELL-MAINTAINED, RELIABLE, & CUSTOMER-DRIVEN TRANSPORTATION SERVICE

Fewer than 30% of Detroiters rate the quality of public transportation or ease of bus travel in the City as "Good"; in fact, more Detroiters (nearly 40%) rate both measures of public transportation services as "Bad". As these survey questions did not specifically refer to DDOT, it is not possible to ascertain whether the citizens were rating all bus service or DDOT. In either case, the quality of public transportation in the City has room for improvement. Future surveys will specifically refer to DDOT service.

	Number of Responses	% of Citizens Rating Service "Very Good" or "Good"	% of Citizens Rating Service "Neither Good nor Bad"	% of Citizens Rating Service "Bad" or "Very Bad"
Quality of Public Transportation	2,250	29%	30%	41%
Ease of Bus Travel in the City	2,133	28%	32%	39%

After dropping 5 routes (9%) and 202 route miles (12%) between 1997 and 1998, DDOT has adjusted service levels by increasing routes and decreasing route miles yielding a 5% decrease in the number of routes and an 18% decrease in the number of route miles between 1997 and 2001. The number of reported passengers has declined from the 1999 high, due to reduced route miles and better ridership estimation methods. DDOT management acknowledges that ridership figures were inflated in past years and they are refining their passenger count estimation process.

ROUTES & PASSENGERS					
	1997	1998	1999	2000	2001
Number of Routes	57	52	54	54	54
Number of Route Miles	1,618	1,416	1,369	1,311	1,327
Number of Passengers	35,650,365	42,227,819	44,346,895	39,925,937	41,237,988
Number of Passengers per Capita	36.55	43.65	45.95	41.97	43.67

The accompanying transportation results and trends are shown using two comparison methods:

- The first shows Detroit's performance compared with several peer cities. This comparison is made with fiscal year **2000** data, the latest available information from the Federal Transit Agency's National Transit Database.
- The second shows Detroit's measurement and result trends, including fiscal year **2001** data.

Standard definitions used to calculate transit service performance metrics are:

- ***Vehicle Revenue Miles*** and ***Vehicle Revenue Hours,*** which measure the distance and time that the vehicle is available for travel by the general public.
- ***Passenger Miles*** measure the distance ridden by all passengers, or the amount of service consumed.
- ***Unlinked Passenger Trips*** record the number of passengers who board all vehicles. If a passenger transfers between buses on the same journey, the passenger is counted two times.

EFFICIENCY:

The National Transportation Database Transit Profile uses two measures to evaluate Service Efficiency: Operating Expense per Vehicle Revenue Mile and Operating Expense per Vehicle Revenue Hour.

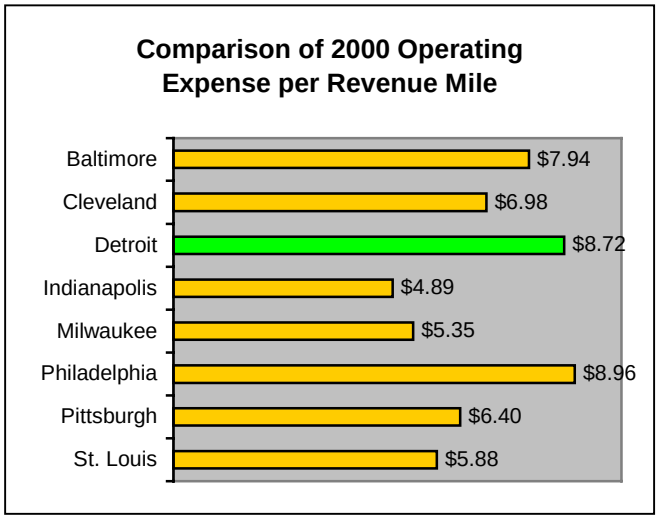
In 2001, DDOT increased the operating and vehicle revenue miles by increasing route miles on the same number of routes. Vehicle revenue hours declined slightly between 2000 and 2001, while

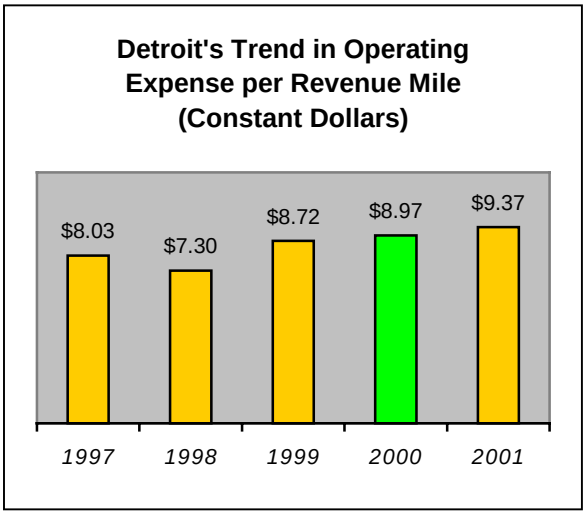
passenger miles have declined by 16%. Unlinked passenger trips declined by 20% between 1997 and 2000. Unlinked Passenger Trips for 2001 was not available when this report went to print. The length of trip (average miles per passenger trip) increased by 26% between 1997 and 2000 indicating that riders are using DDOT for slightly longer trips.

OPERATING EXPENSES & MEASURES					
	1997	1998	1999	2000	2001
Operating Expenses in Constant Dollars (Millions)	$143.9	$148.8	$159.0	$155.3	$166.8
Miles Operated	20,509,958	23,349,715	20,782,329	19,951,571	20,279,499
Vehicle Revenue Miles	17,905,995	20,386,352	18,226,558	17,320,551	17,803,040
Deadhead Miles	2,603,963	2,963,363	2,555,771	2,631,020	2,476,459
Vehicle Revenue Hours	1,527,586	1,724,874	1,643,483	1,533,713	1,514,341
Passenger Miles	196,720,972	202,976,990	188,624,575	198,925,707	164,795,257
Unlinked Passenger Trips	54,598,890	55,234,319	42,185,131	43,886,980	not available
Average Miles per Passenger Trip	3.60	3.67	4.47	4.53	not available

DDOT has successfully reduced ***Dead Head*** miles, the miles the bus travels where it is not available for travel by the general public, by 5% since 1997.

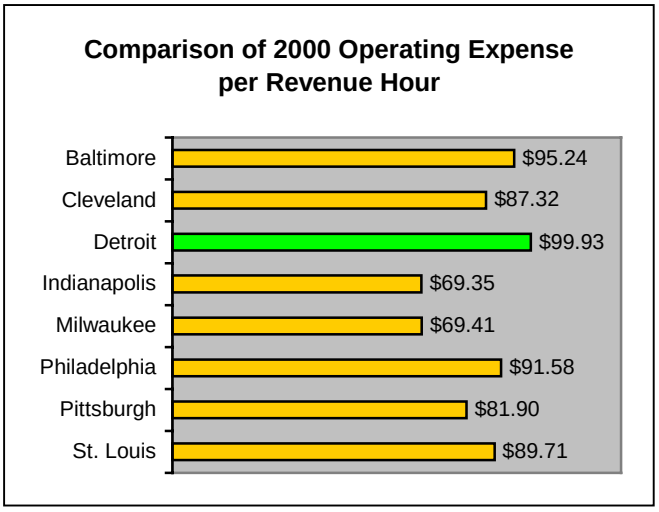
DDOT's 2000 Operating Expense per Vehicle Revenue Mile is higher than all of the peer cities[1], except Philadelphia, and above the peer city average of $6.89. In constant dollars, DDOT's Operating Expenses per Revenue Mile have increased 17% since 1997. DDOT's Revenue Miles have declined while Operating Expenses have increased, causing this measure to rise.



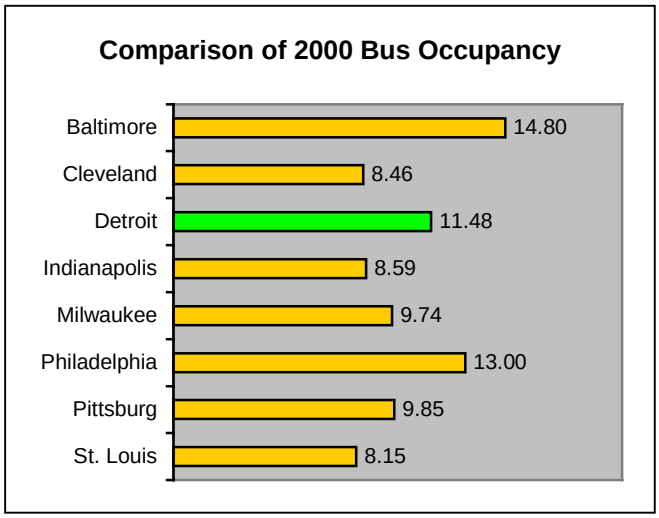


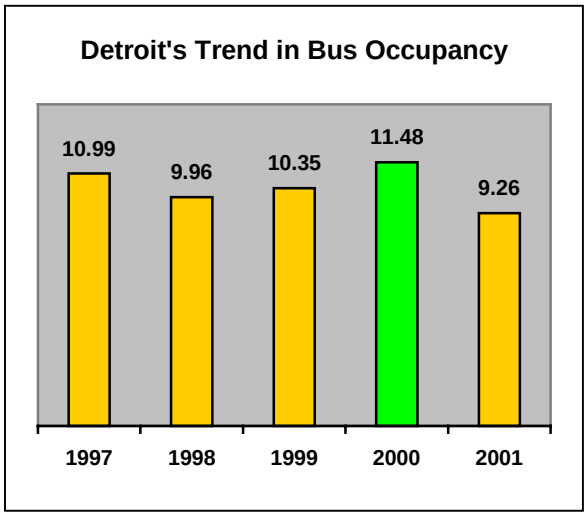
DDOT's Operating Expense per Revenue Hour exceeds that of all the comparison cities, including Philadelphia. DDOT's Operating Expense per Revenue Hour is 17% higher than the average of the peer cities' Operating Expense per Revenue Hour of $85.55. In constant dollars, Operating Expense per Revenue Hour has increased by 17% since 1997 and by 28% since 1998. Vehicle Revenue Hours have remained stable, while Operating Expenses have climbed 16% in 2001 dollars.

[1]Comparison cities were selected from the "Most Comparable" and "More Comparable" categories in a report that was prepared for the City of Detroit's Labor Relations office, which selects comparison cities based on changes in population, households, and economic indicators. Indianapolis and Milwaukee were added to the comparison cities group as examples of mid-western cities physically located in similar latitudes.

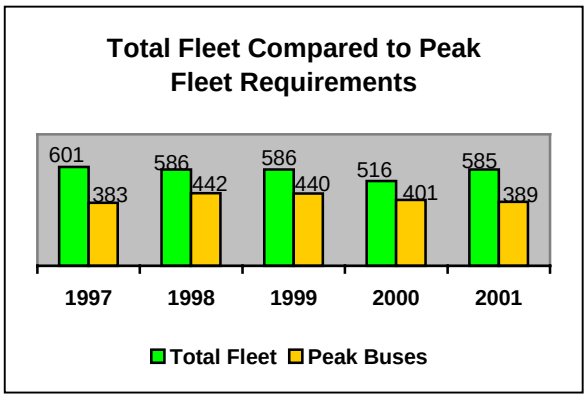


Another measure of service efficiency is Bus Occupancy, the number of Passenger Miles for each Vehicle Revenue Mile or the average number of passengers riding each mile. DDOT's bus occupancy has varied over the past five years due in part to the great variances in the number of passenger miles and passengers. Detroit's Bus Occupancy was on an upward trend, until dropping in 2001 due to the decline in reported passenger miles. Detroit's 2000 measure of 11.48 was slightly higher than the peer cities' average of 10.50.





Formal ridership surveys of passenger usage patterns are not conducted as frequently as needed due to staff shortages. DDOT does revise routes four times per year based on driver fare box counts, which are not as accurate as ridership surveys. DDOT scheduling management plans to outsource the ridership survey process in the coming year. The route and passenger data generated with the completion of DDOT's Automatic Vehicle Locator (AVL) and Passenger Monitor projects will greatly aid the Department's efforts to more efficiently and effectively adjust bus service to meet the needs of its passengers.



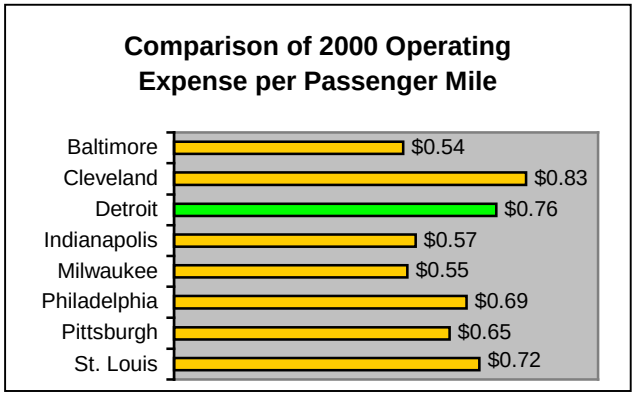
Federal guidelines suggest a "spare" ratio (the excess of the total fleet to the peak period fleet requirement) of 20%. At the end of 2001, DDOT's spare ratio was 50%, which reflects the receipt of new replacement buses before the disposal or sale of their older buses.

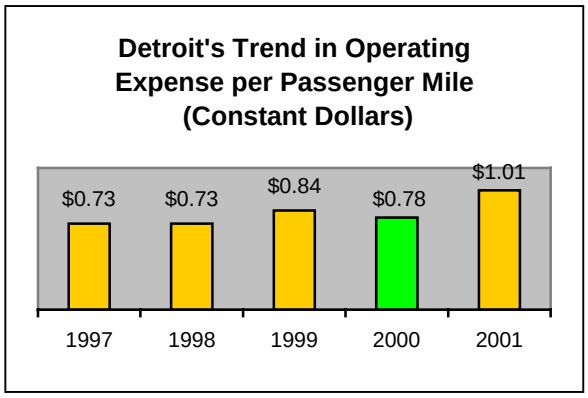
Between 1997 and 2000, DDOT decreased the size of its bus fleet by 14% and has adjusted its requirement of peak buses in an effort to better fit its service to riders' needs.

COST EFFECTIVENESS:

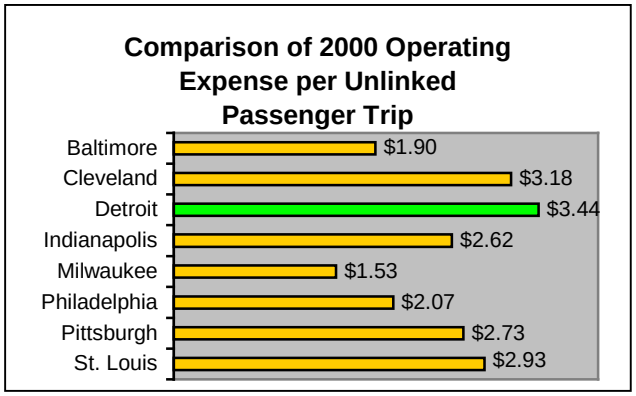
NTA's Transit Profile evaluates Cost Effectiveness using two measures: Operating Expense per Passenger Mile and Operating Expense per Unlinked Passenger Trip.

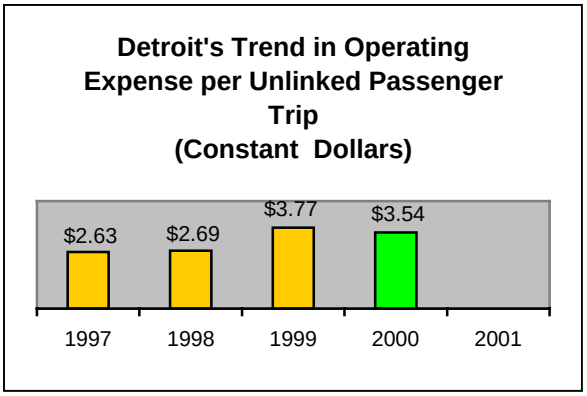
DDOT's 2000 Operating Expense per Passenger Mile is within the range of the peer cities' average measurement, although it is above the peer city average of 66¢ per Passenger Mile. In constant dollars, the operating expense per passenger mile has increased 38% between 1997 and 2001. Increasing Operating Expenses and decreasing Passenger Miles have caused this measurement to rise.



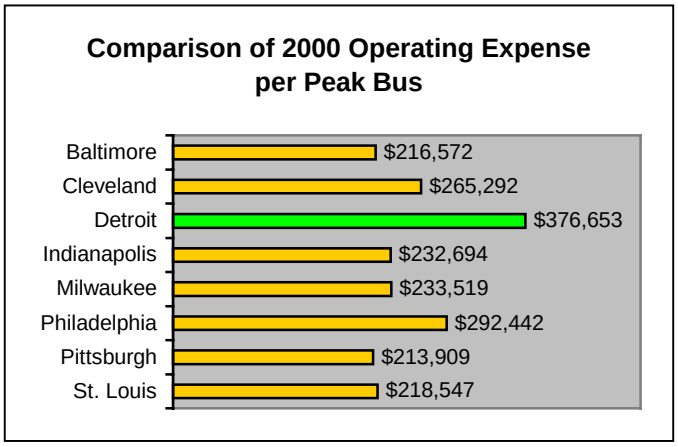


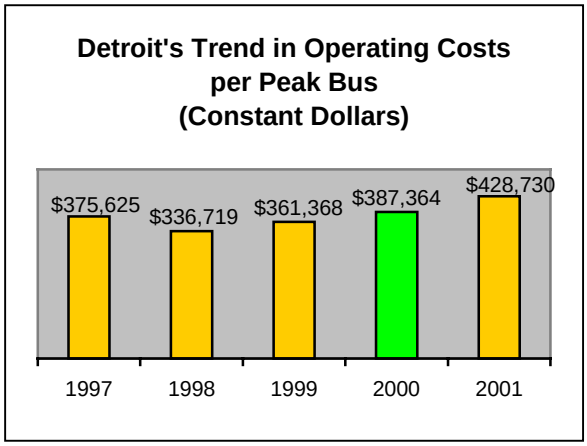
DDOT's Operating Expense per Unlinked Passenger Trip is the highest of the comparison cities. Unlinked Passenger Trips for 2000 were not available when this report went to print; in constant dollars, Operating Expense per Unlinked Passenger Trip rose by 35% between 1997 and 2000. The increase in Operating Expenses and the decrease in Unlinked Passenger Trips have caused this measurement to swell. DDOT management attributes the 20% decrease in Unlinked Passenger Trips between 1997 and 2000 in part to Mayor Archer's mandate to limit DDOT service to the City limits, stating that this policy makes it more convenient for passengers with suburban destinations to ride SMART rather than City buses.

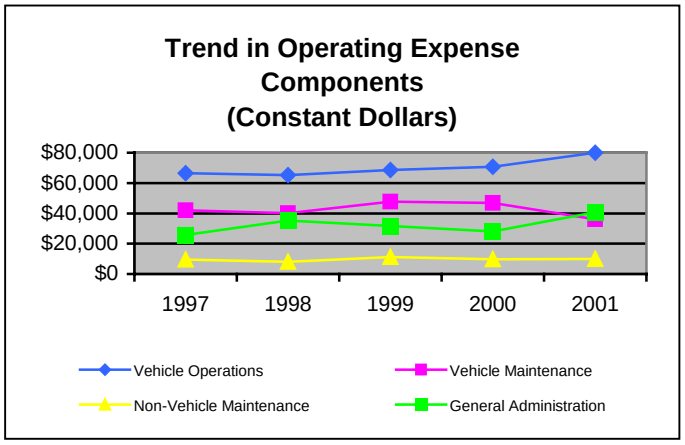




DDOT's 2000 Operating Expense per Peak Bus exceeds the next closest peer city's operating costs by 29%, and the peer city average of $256,203 by 47% or $120,000 per bus. The trend in DDOT's Operating Cost per peak bus continues to rise with DDOT posting even higher costs in 2001. As DDOT has reduced the number of peak buses to match passenger needs, operating costs have risen causing skyrocketing Operating Costs per Peak Bus measurement increases.







The accompanying chart compares the components of DDOT's fixed route operating expenses, in constant dollars, over the past five years.

- Vehicle Operations have increased by 20%,
- Vehicle Maintenance has decreased by 14%,
- Non-Vehicle Maintenance has increased by 5%, and
- General Administration has increased by 58%.

Operating Expenses, in total, increased 16% between 1997 and 2001.

SAFETY:

To improve security and safety on buses, DDOT has partnered with the Police Department to obtain a Department of Justice grant to fund a Transit Police Force. The Transit Police began patrolling DDOT facilities and vehicles both in uniform and undercover in 2001. Information on funding and staffing of the Transit Police is included in the Police Department chapter of this report. The number of criminal incidents reported for 1999-2000 in the 2001-2002 and 2002-2003 Executive Budgets changed from 248 to 43 between the two publication dates. The number of incidents reported for 2000-2001 is significantly lower than previous years.

BUS SAFETY					
	1997	1998	1999	2000	2001
Number of Criminal Incidents	397	155	257	248 or 43	17
Millions of Passenger Miles Between Criminal Incidents Miles	.50	1.31	.73	.80 or 4.63	9.69

More citizens feel unsafe than safe on the City's buses. Only 27% of citizens rate personal safety and security on buses as "Good", while 35% rate their security as "Bad". Future reports will compare the impact of the Transit Police on this measurement.

	Number of Responses	% of Citizens Rating Service "Very Good" or "Good"	% of Citizens Rating Service "Neither Good nor Bad"	% of Citizens Rating Service "Bad" or "Very Bad"
Feeling of Personal Safety and Security on the Bus	1,592	27%	38%	35%

CUSTOMER FOCUSED:

Customer service improvements underway at DDOT include better access to schedule, route and service information. Information brochures and bus schedules are available on audiocassettes, in large print and Braille, as well as in English, Spanish and Arabic formats. DDOT plans to install additional service kiosks and automated fare vending machines to allow riders easier access to schedules and pass purchases.

DDOT scheduling personnel attend weekly Concept Plan Review meetings to evaluate the impact of planned construction or new development on routes and schedules. This information is incorporated into routes and schedules to better service DDOT's riders.

Citizen input is important to DDOT management who make ongoing efforts to collect market, customer satisfaction and service suggestions from the public. DDOT holds frequent Advisory Commission, Customer Comments, and Elderly and Disabled Local Advisory Council meetings to solicit input on routes and services. Telephone surveys are conducted, and passengers are solicited to participate in transportation focus groups. DDOT's paratransit service was planned with input from the community.

SERVICES FOR THOSE WITH HANDICAPS:

Most of the fixed route coaches are equipped with lifts to service physically challenged riders. A handicapped passenger can special order a lift bus for a non-handicapped accessible route by calling DDOT 24 hours in advance. The number of physically challenged passengers serviced by DDOT has increased 144% in the past five years.

PHYSICALLY CHALLENGED ACCESSIBLE ROUTES					
	1997	1998	1999	2000	2001
Percentage of Buses Available to the Physically Challenged	83%	84%	84%	89%	97%
Number of Physically Challenged Passengers Served	714,335	606,717	606,717	612,628	1,745,585

- The Americans with Disabilities Act (ADA) requires that transit agencies provide demand response service, accessible transportation and understandable and usable transportation information, to those with disabilities. DDOT's demand response service is designed to compliment its fixed route system.

- For those riders who are not physically or mentally able to use the fixed route system, Metro Lift Paratransit Service provides door-to-door service, within ¾ mile of a fixed route, to those who receive ADA certification. DDOT contracts the Metro Lift service from a private vendor. The number of passenger miles, number of unlinked trips, and number of vehicles operated during peak service hours have increased during the past five years, while Operating Expenses per Unlinked Passenger Trip have declined.

METRO LIFT SERVICE					
	1997	1998	1999	2000	2001
Operating Expense in Constant Dollars (Millions)	$1.1	$4.2	$4.0	$5.0	$3.9
Fare Revenue in Constant Dollars	not available	$154,079	$265,991	$253,922	$291,794
Annual Passenger Miles	329,022	2,261,295	1,270,060	1,484,942	1,519,892
Annual Unlinked trips	29,647	119,088	133,515	155,417	159,034
Vehicles Operated in Maximum Service	21	29	29	37	37
Operating Expense per Unlinked Passenger Trip in Constant Dollars	$37.70	$35.55	$29.87	$32.39	$24.68

- Citizens are divided on whether the ADA features and Metro Lift Services are "Good" or "Bad", with a nearly equal number rating the services as such. Satisfaction with these services should improve as more vehicles become equipped with equipment for handling handicapped passengers and as the integrated voice response (IVR) phone system makes ordering special buses a friendlier process. The reduction in the number of responses to these questions increases the sampling error to ± 3.29 from the survey sampling error of ± 1.68.

	Number of Responses	% of Citizens Rating Service "Very Good" or "Good"	% of Citizens Rating Service "Neither Good nor Bad"	% of Citizens Rating Service "Bad" or "Very Bad"
Quality of ADA Features on Buses and in Terminals	885	27%	45%	28%
Quality of Metro Lift Service	988	31%	41%	29%

RELIABILITY:

- Nearly half of Detroiters consider bus service reliability to be bad, while only 21% consider the reliability to be good. As vehicle maintenance and human resource efforts to increase bus reliability succeed, DDOT will need to find ways to also increase citizens' perception of bus reliability and generate more riders.

	Number of Responses	% of Citizens Rating Service "Very Good" or "Good"	% of Citizens Rating Service "Neither Good nor Bad"	% of Citizens Rating Service "Bad" or "Very Bad"
Reliability of Bus Service	1,459	21%	30%	49%

- Bus reliability is dependent on both equipment and driver reliability. Driver reliability is discussed under DDOT's goal #2 on employee performance.

- DDOT uses Federal and State grant dollars to purchase replacement buses and support vehicles. Federal guidelines require bus replacement every 500,000 miles or 12 years. DDOT does not track the dollars invested in their bus fleet each year. In fiscal year 1999, the National Average bus age was 7.3 years. In 2000, DDOT's average fleet age was 7.3 years. The 2001 average fleet age had not been calculated when this report went to print.

- DDOT's on-time pull out performance rating, which measures the percentage of time that a bus leaves the terminal on time to make its first stop, is not available. DDOT management has incorporated a more accurate methodology to calculate this rating, and new figures were not available at print time.

BUS FLEET					
	1997	1998	1999	2000	2001
Dollars Invested in Bus Fleet Inventory	not tracked	not tracked	not tracked	not tracked	not tracked
Average Age of Bus Fleet (FTA)	5.4 yrs	6.9 yrs	7.8 yrs	7.3 yrs	not available
On-Time Pull-Out Performance Rating	not available	not available	not available	not available	not available
Percentage of Scheduled Miles Met	97%	97%	91%	94%	97%

WELL-MAINTAINED BUSES AND FACILITIES:

- Federal guidelines require a complete vehicle inspection every 6,000 miles. To meet this requirement, DDOT schedules inspections every 5,500 to 6,500 miles; on a cyclical basis, 18 busses are inspected each day. To insure compliance with the inspection requirement, the Federal government performs a tri-annual review to ensure that 80% of the fleet is inspected within the mileage window.

- Over the past five years, Vehicle Maintenance expense (in constant dollars) has decreased 5%, while inspection and maintenance labor hours has increased by 88%. The increased labor hours that are worked has decreased the number of mechanical failures by 24%. The cost of vehicle maintenance per peak bus has declined 14%.

VEHICLE MAINTENANCE					
	1997	1998	1999	2000	2001
Vehicle Maintenance Expense in Constant Dollars (Millions)	$42.1	$40.2	$47.7	$46.8	$36.1
Annual Inspection and Maintenance Labor Hours Reported to FTA	763,676	1,048,365	1,048,365	1,143,493	1,432,544
Number of Mechanical Failures Reported to FTA	10,255	7,175	6,787	5,775	7,842
Number of Revenue Miles Between Mechanical Failure	1,746	2,841	2,686	2,999	2,270
Vehicle Maintenance Expense per Revenue Mile in Constant Dollars	$2.35	$1.97	$2.62	$2.70	$2.03
Number of Vehicle Maintenance Workers per Peak Bus	1.06	0.94	.91	.96	1.00

The Bus Shelter Cleaning program uses senior citizens to maintain shelters. DDOT pays for the seniors' mileage, supplies and labor; in exchange, the seniors are required to clean shelters once a week. The number of shelters has decreased as vandalized shelters have been removed and not replaced. As expected, the cost of this program decreases as the number of shelters decreases.

BUS SHELTER MAINTENANCE					
	1997	1998	1999	2000	2001
Cost of Bus Shelter Maintenance in Constant Dollars	$164,862	$161,426	$194,843	$179,736	$161,984
Number of Bus Shelters in Service	186	186	235	186	180
Cost of Maintenance per Shelter in Constant Dollars	$886.36	$867.88	$829.12	$966.32	$899.91

DDOT GOAL #2: PROVIDE A QUALITY WORK ENVIRONMENT THAT ENCOURAGES IMPROVED EMPLOYEE PERFORMANCE, PRODUCTIVITY & DEVELOPMENT

Providing high quality transportation service requires striking a balance between equipment, employees, schedules and passengers. Historically, DDOT has had a high number of workers on leave or absent from work, which has hampered its ability to meet scheduled runs. DDOT management is attempting to reduce the number of people on long-term disability and those who are absent in order to provide consistent service and to eliminate the need for a large amount of overtime.

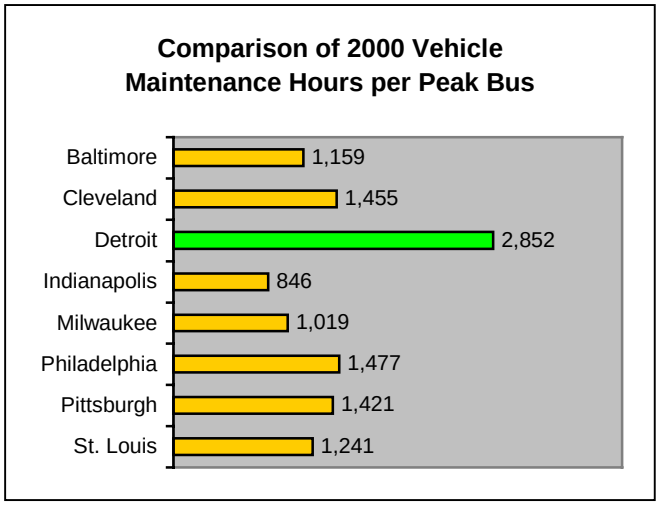
DDOT's employee vacancy rate has increased but still remains below 10%. The number of employees on workers' comp, long-term disability or sick and accident insurance has risen to 28%. DDOT management has pointed to their tardiness and illness policies as a cause of high absenteeism rates; because the consequences for calling in sick are lighter than for being tardy they feel that an employee who is running late may prefer to call in sick. DDOT does not have absenteeism or turnover rates available for the past five years.

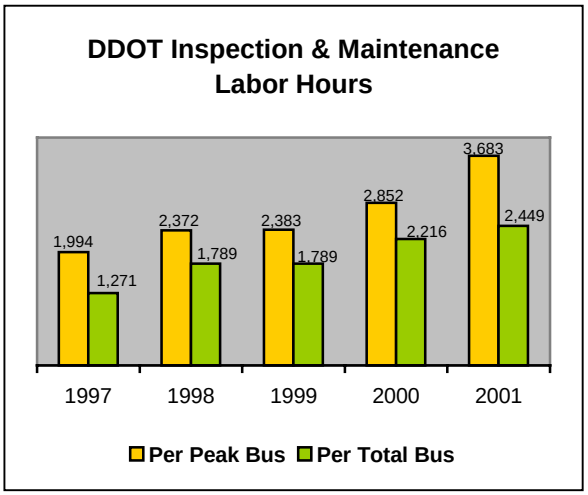
EMPLOYEE STAFFING STATISTICS					
	1997	1998	1999	2000	2001
Ratio of Actual to Budgeted Full-Time Employees	99%	106%	90%	95%	93%
Ratio of Employees on WC, LTD, S&A to Total Employees	12.7%	10%	10%	15%	28%
Absenteeism Rate	not tracked	not tracked	not tracked	not tracked	not tracked
Turnover Rate	not tracked	not tracked	not tracked	not tracked	not tracked

Budgeted vehicle maintenance positions have increased from 406 to 418 between 1997 and 2001, while filled positions have decreased from 407 to 387. In 1997 and 1998, there were more actual than budgeted FTEs generating a negative vacancy rate. DDOT management has had difficulty filling positions with qualified people as a mechanics license is not a prerequisite for becoming a DDOT mechanic and the pay scale is lower than that offered by competing employers. To compensate, DDOT offers an ongoing training program with 90% of vehicle maintenance employees receiving training. Overtime has increased by 20% since 1997. The percentage of buses ready for service has declined 17%, but the percentage of buses that are ready for service exceeds the percentage needed during peak hours.

VEHICLE MAINTENANCE & MATERIALS MANAGEMENT					
	1997	1998	1999	2000	2001
Vehicle Maintenance FTE Vacancy Rate	-0.25%	-2.22%	14.19%	10.95%	7.42%
Vehicle Maintenance Overtime in Constant Dollars (Millions)	$5.5	$5.7	$6.7	$6.1	$6.6
Percent of Vehicle Maintenance Personnel Trained	50%	60%	75%	75%	90%
Percentage of Buses Ready for Service	81%	75%	75%	75%	67%
Percentage of Buses Needed for Peak Service	64%	75%	75%	77%	66%
Percentage Achievement of On Time Pullout	not available	not available	not available	not available	not available

DDOT's Inspection and Maintenance Labor Hours per Peak Bus is higher than that of the peer cities. Detroit's Labor Hours for both Peak Buses and Total Fleet have risen steadily since 1997. A low skills requirement for entry mechanics and the receipt of new buses with mechanical problems are just two reasons why DDOT continues to maintain a higher level of inspection and maintenance hours.





DDOT performs all needed vehicle repairs in the Heavy Repair Shop and in the three garages located in the bus terminals. In addition to repairs, DDOT recycles parts such as brake drums or seats for reuse and has a sheet metal fabrication area. Inventory of parts and supplies are spread between seven storerooms. Annually, the department writes off an average of $831,000 (constant dollars) in wasted, obsolete and lost material. Management attributes the large write offs to a lack of discipline in recording parts as they are moved or used, rather than to an employee theft problem. The 2002-2003 Executive Budget reported $3,100,000 in lost material for 1999-2000 and $3,500,000 in lost material for 2000-2001. These numbers differ substantially from those reported to the OAG.

INVENTORY CONTROL					
	1997	1998	1999	2000	2001
Dollars of Waste, Obsolete, and Lost Material in 2001 Dollars	$612,240	$854,474	$602,228	$556,759	$1,530,411

Service interruptions due to vehicle failures can be caused by traffic accidents as well as mechanical failures. The number of Revenue Service Interruptions has decreased by 24% over the past five years, and the percentage of Scheduled Miles Met has increased from a low of 91% in 1999 to 99% in 2001. The increase in Scheduled Miles Met and the decrease in Revenue Service Interruptions can be attributed to the increase in the number of Inspection and Maintenance hours per interruption, which has grown by 145%.

VEHICLE FAILURES & SERVICE INTERRUPTIONS					
	1997	1998	1999	2000	2001
Total Number of Revenue Service Interruptions – Major and Minor Failures	10,255	10,649	10,110	8,100	7,842
Percentage of Scheduled Miles Met	97%	97%	91%	93%	99%
Number of Inspection & Maintenance Hours per Service Interruption	74.47	98.45	103.70	141.17	182.68

- Budgeted Transportation Operation FTEs have increased by 14%, from 1,027 to 1,175 between 1997 and 2001, while actual FTEs have decreased by 7% to 1,101.

- Transportation Operations vacancies have swung between a negative rate in 1997 and 1998 (more actual than budgeted FTEs) to double-digit positive rates in 1999 and 2000, and single digit numbers in 2001. Driver overtime, as a percentage of total salaries, has declined to less than 30% reflecting the increased number of drivers. As a way to improve customer service, DDOT trains drivers and support personnel in customer relations, ADA regulations, safe driving and department policies to increase their knowledge, courteousness and motivation. The training seems to be paying off, as there has been a sizeable decrease in the number of collisions and personal incidents between 1997 and 2001. Damage to transit property declined dramatically in 2001 as well.

TRANSPORTATION OPERATIONS					
	1997	**1998**	**1999**	**2000**	**2001**
Transportation Operation FTEs Vacancy Rate	-15.19%	-10.03%	13.65%	14.65%	6.30%
TEO (driver) Overtime as a Percentage of TEO Total Salary	36%	40%	34%	31%	29%
Percent of Drivers Trained to Reduce Conflicts and Accidents	90%	100%	100%	100%	100%
Percent Staff Trained in Driving and Personal Computers	90%	100%	100%	100%	100%
Operating Miles per Bus Drivers	17,337	20,663	19,441	18,508	18,419
Number of Collisions	604	456	136	105	57
Number of Personal Incidents (Passenger & Employee Casualties)	162	192	43	64	116
Number of Miles Between Accidents (Collisions)	33,957	23,644	22,419	21,018	20,165
Transit Property Damage	$2,336,418	$2,149,948	$1,070,146	$2,463,960	$695,513

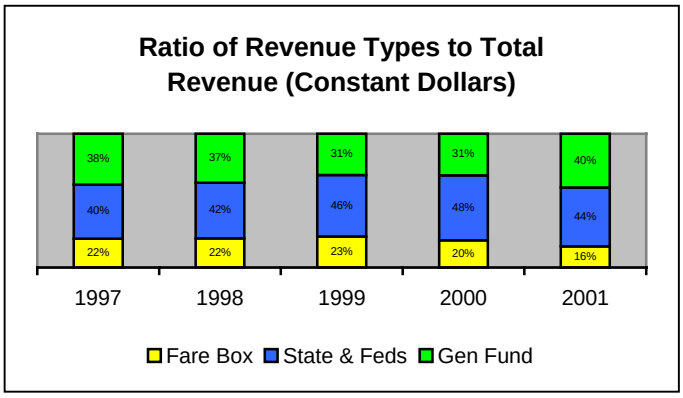
DDOT GOAL #3: IDENTIFY & CAPTURE ALL AVAILABLE TRANSIT FUNDING TO REDUCE DEPENDENCY ON THE CITY'S GENERAL FUND

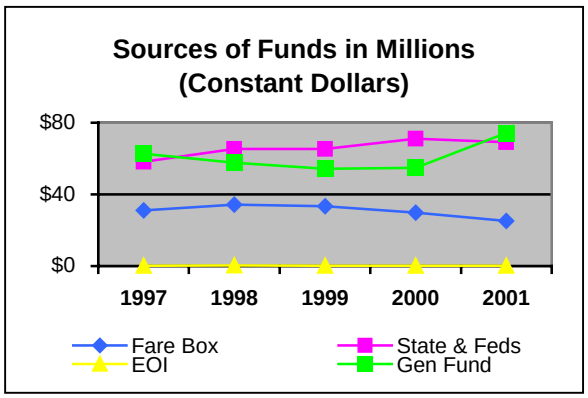
CAPTURE ALL AVAILABLE FUNDING:

- DDOT operates as an enterprise fund, which means that it operates as an entity separate from the City's general fund. DDOT funding comes from four sources – fares, state and federal transportation grants, earnings on investments, and a transfer from the general fund.

- There is not a "standard" formula for funding the operating expenses of transit agencies. The National Transit Database figures do not show fixed route bus funding sources separately from the entire transit agency, so it is difficult to compare the elements of DDOT's revenues to other cities. Some cities do have a dedicated funding source for public transportation, such as a property or sales tax, which reduces their dependence on fare box revenue and the general fund.

- Effective July 1, 2000, City Council voted to provide transportation services at reduced rates to seniors and students. This action changed the funding makeup of DDOT, as fare-box revenues as a percentage of the total have increased from 22% in 1997 to 16% in 2001. The percentage of the General Fund transfer has increased from 31% in 1999 to 40% in 2001. Grant Funding has decreased from 46% to 44% during the same period.





- Examining the 1997 through 2001 revenues restated in constant dollars, fare-box revenues have decreased 19%, from $31.1 million to $25.1 million. Federal and State grant funding has increased 19%, from $58.2 million to $69.1 million. Earnings on investments remain minimal. The general fund contribution has increased 18% from $62.6 million to $74.2 million.

- DDOT uses state and federal grants to fund property, plant and equipment purchases. DDOT records the amount of capital as revenue when the capital expenditure is made.

STATE & FEDERAL CAPITAL CONTRIBUTIONS					
	1997	1998	1999	2000	2001
State and Federal Capital Grant Revenues in Constant Dollars (Millions)	$49.2	$4.4	$6.4	$7.8	$37.5

 The General Fund contribution per Operating Mile has increased 20% since 1997.

FUNDING PER OPERATING MILE					
	1997	1998	1999	2000	2001
Fare box Revenue per Operating Mile in Constant Dollars	$1.52	$1.47	$1.60	$1.50	$1.24
State & Federal Funding per Operating Mile in Constant Dollars	2.84	2.80	3.14	3.56	3.41
Investment Earnings per Operating Mile in Constant Dollars	0.01	0.01	0.01	0.01	0.01
General Fund Contribution per Operating Mile in Constant Dollars	3.05	2.47	2.61	2.75	3.66
Revenues per Operating Mile in Constant Dollars	$7.42	$6.74	$7.36	$7.81	$8.31

 The General Fund contribution per Unlinked Passenger Trip has increased 57% since 1997.

FUNDING PER UNLINKED PASSENGER TRIP					
	1997	1998	1999	2000	2001
Fare box Revenue per Unlinked Passenger Trip in Constant Dollars	$0.57	$0.62	$0.79	$0.68	$0.61
State & Federal Funding per Operating Mile in Constant Dollars	1.07	1.18	1.55	1.62	1.68
Investment Earnings per Operating Mile in Constant Dollars	0.00	0.00	0.00	0.00	0.00
General Fund Contribution per Operating Mile in Constant Dollars	1.15	1.04	1.29	1.25	1.80
Revenues per Operating Mile in Constant Dollars	$2.79	$2.85	$3.63	$3.55	$4.09

DDOT GOAL #4: SUPPORT BUSINESS DEVELOPMENT BY PROVIDING TRANSPORTATION SERVICES TO DETROIT CULTURAL EVENTS & AREAS OF EMPLOYMENT & COMMERCE, AND BY SOLICITING/PATRONIZING EMERGING OR ESTABLISHED BUSINESSES

PROVIDE TRANSPORTATION TO DETROIT CULTURAL EVENTS:

- DDOT offers shuttle services to cultural and special events within the city. Vehicles are increased on routes to service special events such as the Auto Show and the Thanksgiving Day Parade. DDOT does not track the number of special events serviced, the number of added buses or the number of passengers served. DDOT's ability to provide specialized event transit service is limited as current transit law prohibits the operation of a Charter service by a public transit authority.

- Only 13% of respondents indicated that they ride DDOT buses to cultural events.

	Number of Responses	% Answering "Yes"
Do You Ride DDOT Buses To Cultural Events?	3,210	13%

- Over one-third of citizens are satisfied with service to cultural events.

	Number of Respondents	% of Citizens Rating Service "Very Good" or "Good"	% of Citizens Rating Service "Neither Good nor Bad"	% of Citizens Rating Service "Bad" or "Very Bad"
Satisfaction With the Quality of Service Availability to Cultural Events	1,094	35%	40%	26%

- DDOT's Gray Line Tours, established during the 1930s, provide a choice of five half- or full-day tours to tourist attractions around the Metro Detroit area. Tours are conducted seasonally, and depart daily from several downtown locations. DDOT does not track tour utilization rates, and reported revenues vary substantially from year to year.

GRAY LINE TOURS					
	1997	1998	1999	2000	2001
Sightseeing Revenues in Constant Dollars	not available	not available	$8,590	$100,239	$7,223
Number of Gray Line Tours	not available	not available	not available	not available	not available
Number of Gray Line Tour Passengers	not available	not available	not available	not available	not available
Number of Passengers per Gray Line Tour	not available	not available	not available	not available	not available

PROVIDE TRANSPORTATION TO AREAS OF EMPLOYMENT AND COMMERCE:

- Only 10% of Detroiters indicate that they ride DDOT buses to work. This percentage is higher than the Census Bureau's 2000 estimate of the percentage of Detroiter's taking any kind of public transportation to work, which was between 4.9% and 7.3%.

	Number of Responses	% Answering "Yes"
Do You Ride DDOT Buses to Work?	3,214	10%

- To improve employment transportation service, DDOT added "The Limited", a semi-express service to downtown, on three routes, and "Night Owl Service", a 24-hour bus service, on 14 routes. DDOT does not track the ridership on The Limited or Night Owl routes or the costs associated with providing these expanded routes. Ridership information will be available with the implementation of the passenger monitoring system in another year.

- Most Detroiters rated the Limited and Night Owl service as "Fair". Accurate ridership data will help DDOT fine-tune this service to those who require transportation at night or in an express manner.

	Number of Respondents	% of Citizens Rating Service "Very Good" or "Good"	% of Citizens Rating Service "Neither Good nor Bad"	% of Citizens Rating Service "Bad" or "Very Bad"
Satisfaction with Limited Service	863	20%	45%	34%
Satisfaction with Night Owl Service	875	20%	43%	36%

- Regional monthly passes, valid on both DDOT and SMART systems, have been made available to those passengers who use both systems. DDOT does not track the number of regional passes that are sold.

REGIONAL TRANSPORTATION SERVICE					
	1997	1998	1999	2000	2001
Revenues from Regional Passes & Smart Tickets in Constant Dollars	not available	not available	$893,181	$993,196	$862,820
Number of Regional Passes Sold	not available	not available	not available	not available	not available

- More Detroit citizens are satisfied with the connection between DDOT and SMART buses than are dissatisfied. Better coordination between route schedules would greatly improve citizen satisfaction.

	Number of Respondents	% of Citizens Rating Service "Very Good" or "Good"	% of Citizens Rating Service "Neither Good nor Bad"	% of Citizens Rating Service "Bad" or "Very Bad"
Satisfaction with Connections to SMART buses	1,133	37%	39%	25%

- DDOT and the Employment and Training Department work together to find solutions to ease transportation problems to places of employment. DDOT employees attend job fairs and participate on a multi-agency council targeting jobs and worker mobility to help those people with low income and those on welfare get back to work. Working with the Child Care Coordination Council, federal funding was obtained to place a 24-hour childcare facility in a new timed transfer facility, which will be located in the Empowerment Zone. Incorporating childcare and transportation into one facility saves the working parent both money and time and is expected to have a positive impact on these workers.

SOLICITING EMERGING OR ESTABLISHED BUSINESSES:

- DDOT partners with the employers of City residents to adjust bus schedules to meet employer shift changes. Over the holiday season, schedules were expanded to meet extended hours at area shopping malls. This business outreach program has not reached its full potential due to the lack of dedicated DDOT staffing.

- DDOT participates in the Federal government's Commuter Choice program. Employers can offer public transportation as a benefit to their employees. Businesses can provide up to $65 worth of public transportation passes to each employee monthly as an employee benefit. DDOT's success in marketing this program to area businesses has been marginal due to the lack of dedicated staffing.

COMMUTER CHOICE PROGRAM					
	1997	1998	1999	2000	2001
Number of Business Solicited for Commuter Choice Program	not tracked	not tracked	not tracked	not tracked	not tracked
Number of Businesses Participating in Commuter Choice Program	not tracked	not tracked	not tracked	not tracked	not tracked
Number of Commuter Choice Passes Sold	not tracked	not tracked	not tracked	not tracked	not tracked

PATRONIZING EMERGING OR ESTABLISHED BUSINESSES:

- Federal regulations require that DDOT establish annual goals for the number of Disadvantaged Business Enterprises (DBE) that will be solicited and used. The number of firms that have been certified as DBE has increased 43% since 1997 and the percentage of DDOT's total vendors that are DBE certified has risen by 25%.

DBE BUSINESSES					
	1997	1998	1999	2000	2001
Number of Firms Certified as DBE	88	98	101	112	126
Percentage of Total DDOT Vendors Who Are DBE Certified	12%	27%	10%	17%	16%